Cotulla

A Case Study on Sustainable Growth
Assessment

- Cotulla / Typical Rural Community
- Deteriorating Infrastructure
- Poor Financial Condition
- Limited Resources
- A Community in Decline
- Population 3,500
Basic Elements for A Successful Community

- Financial Stability
- Planning
- Development of Infrastructure
- Develop Human Resources
- Economic Revitalization
Financial Stability
Base Ad Valorem Assessment

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
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<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Ad Valorem Assessment</td>
<td>58,143,354</td>
<td>63,632,793</td>
<td>65,235,705</td>
<td>87,000,000</td>
<td>137,650,000</td>
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</tbody>
</table>
## Financial Stability

### Ad Valorem Taxes

<table>
<thead>
<tr>
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<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad Valorem Taxes</td>
<td>429,669</td>
<td>571,939</td>
<td>523,090</td>
<td>493,959</td>
<td>622,531</td>
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</tbody>
</table>
## Financial Stability

**Sales Taxes**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Annual Sales Tax</td>
<td>445,022</td>
<td>615,681</td>
<td>1,301,582</td>
<td>2,200,000</td>
<td>3,028,727</td>
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</table>
## Financial Stability

### H/M Occupancy Tax

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<tbody>
<tr>
<td>H/M Tax</td>
<td>40,524</td>
<td>131,801</td>
<td>170,254</td>
<td>336,831</td>
<td>897,057</td>
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</tbody>
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## Financial Stability Economic Development

<table>
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</thead>
<tbody>
<tr>
<td>Expenditures / Transfers</td>
<td>89,386</td>
<td>85,057</td>
<td>308,117</td>
<td>346,207</td>
<td>822,071</td>
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</table>
# Financial Stability

## Fuel Lease Revenue

<table>
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</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>6,612</td>
<td>10,299</td>
<td>16,016</td>
<td>19,355</td>
<td>22,963</td>
</tr>
</tbody>
</table>
Planning

- Reviewing Code of Ordinances
- Subdivision Ordinance
- SOB Ordinance
- CCN Protection and Creation of Ordinances
- Special Use Permit
- Master Plan Revision
- Annexation Plan
Development of Infrastructure

Water

- Hydrologist
- Water Team - Tetra Tech
- Hydrology Modeling
- Mapping
- CCN Service Area – to
- Alternative Water Sources
Replacement of Water Lines and Water Meters

- 1.5 Million USDA Water Grant / Loan
- 1.2 Million EDA Grant / LAS PALMAS
- 12 in. Water Loop
- Standardization of Water Line Sizing
Development of Infrastructure

Sewer

- 2010 Permit Renewed for 1 million gallon capacity
- EPA Grant for Sewer Plant Rehab 500 thousand
- Sewer lines extension to colonias
- Grey water recycling contract
Human Resources

- Contract Personnel
  - Planner
  - Building Inspector
  - Engineer
  - Code Enforcement
  - Rate Study Consultant
  - Financial Consultant
  - Economic Development Consultant
  - Local Training for Staff
  - Development Plan for Local Staff
Economic Revitalization

- Local Assets
  - MAIN STREET
  - National Historic Designation
  - Camino Real Trail
  - National Park Service
  - Publicity Branding
  - Competitive Economic Analysis

Proposed New City Hall
Capital Projects

- Airport Runway Extension
- EDA – 12” Water Loop
- Second and Third Phase Paving Projects
- Main Street Project Improvements
- Historic Renovation of Veterans Park
- Affordable Housing Development
- Expansion of Natural Gas System
La Salle County Nursing Home
Stripes Travel Center
Microtel

07/29/2013
Hampton Inn
La Quinta
Comfort Suites
Strip Mall

07/29/2013
Flying J
## Cotulla Airport Air Traffic

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Jets and Turboprops</td>
<td>462</td>
<td>596</td>
<td>952</td>
<td>1,308</td>
<td>1,606</td>
</tr>
</tbody>
</table>

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</thead>
<tbody>
<tr>
<td>Jets and Turboprops Over 25,000</td>
<td>78</td>
<td>64</td>
<td>112</td>
<td>104</td>
<td>214</td>
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</tbody>
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Cotulla Airport
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Cotulla Airport
Thank You